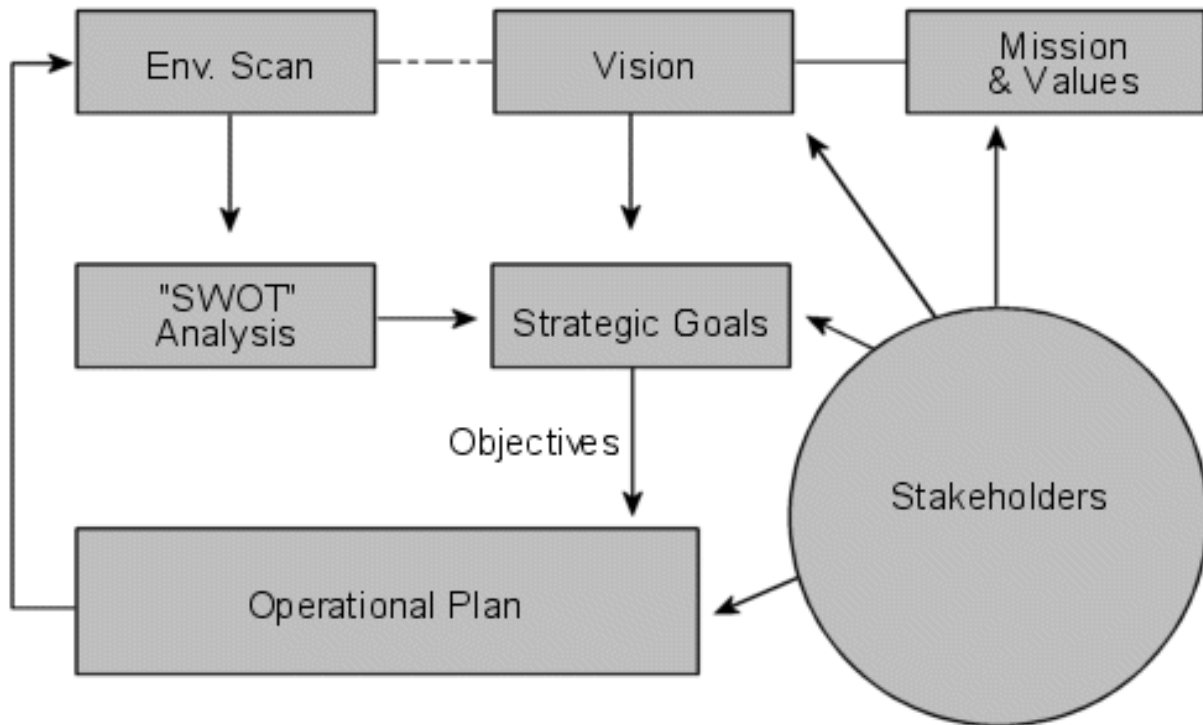


The Strategic Process



Environment – Environmental scanning is the starting point for any strategic planning process. It should include trends, events and emerging issues in the economic, technological, demographic and political domains, as well as a close examination of the nature of organization itself.

SWOT Analysis – The SWOT analysis is based on environmental data and delineates present strengths and weaknesses in the internal environment as well as future threats and opportunities in the external environment.

Vision – A description of the desired “future state” of the organization.

Mission and Values – A statement of purpose for the organization and an articulation of the values important to its stakeholders.

Goals – Broad statements of strategic direction. Good strategic goals are a mix of dreams (the vision) and reality (the SWOT analysis).

Stakeholders – Identified in the environmental scanning stage, stakeholders should be clearly and formally involved throughout the planning process.

Operational Plan – A specific and detailed set of actions necessary for meeting strategic objectives. It includes time frames, responsibilities and resource allocations. Monitoring and revision is a crucial component.